

学校编码: 10384

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UDC _____

厦门大学

硕士学位论文

物流公司的绩效管理系统的的设计和应用

——XX 国际物流公司的案例分析

**Design and Application for Logistics Company's
Performance Management System**

—The Case Analysis for XX International Logistics Company

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论文提交日期: 2013 年 2 月

论文答辩日期: 2013 年 月

学位授予日期: 2013 年 月

答辩委员会主席: _____

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2013 年 2 月

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摘要

随着全球经济一体化，知识经济和时代经济的到来，市场更加成熟，竞争更加激烈。如何提高企业核心竞争力，全面提高企业业绩，已经成为国内外企业研究的重要课题，作为人力资源系统核心的绩效管理已经成为企业获得竞争优势的重要工具之一。而建立科学有效的绩效评价体系是企业成功的关键。然而，综观大多数企业开展的绩效管理实践，以及本人所接触的企业实施绩效管理效果看，在具体实施中还存在许多难点和问题。这些难点和问题的存在，使绩效管理的效果大打折扣，与管理者的初衷大相径庭。如何提高组织绩效，如何通过绩效管理提升组织的竞争力成为笔者一直关注的管理问题，为此，本文从人力资源管理的角度出发去研究案例公司在绩效管理过程中的问题和缺陷，以期待寻找出适合中小型企业管理的绩效方法，使绩效管理的效用得到最大发挥。

本文首先依据战略管理中的价值管理理论，遵循现代绩效管理理念，在过程管理的理论基础上，提出应该在过程中管理绩效，将绩效管理体系的研究重点放在过程管理上，对确定绩效目标、绩效体系的建立、绩效考核等绩效管理过程进行研究。其次本文结合案例公司的实际，通过对案例公司在管理过程中存在的问题出发，通过分析这些问题，遵循现代绩效管理体系的基本理念，引用了平衡计分卡、关键绩效指标考核、目标管理等先进方法，重新设计出注重管理过程的，适合案例公司发展的绩效管理体系，提供了可操作的解决方案。为加强应用性，本文还制定了方案实施规划，包括了实施中的关键环节和需要处理好的关系。本文在强调绩效管理体系与企业发展战略保持一致的同时，还提出绩效管理必须符合员工的发展愿望，必须关注员工能力的提高。

在案例公司绩效评估指标设计中借鉴了胜任能力模型的思想，提出胜任能力模型可以被用于确定员工完成一项工作所需的技能、知识以及性格特点，对提高绩效方面具有潜在的作用。另外还提出了日常管理要遵循标准运作程序原则，力求将日常绩效指导结构化，从而使管理者从经验的、随意的日常管理到有章可循的绩效指导，这对于保证绩效的实现有着积极的作用。

关键词： 绩效； 绩效管理； 绩效考核

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Abstract

With the integration of global economy and emergence of knowledge economy, the market is becoming maturer and competition fiercer. How to strengthen competitiveness and improve performance has become one of the most significant research topics for enterprises at home and abroad; and performance management as the main part of human resources management has evolved to be one of the best approaches for companies to achieve competitive advantage. Establish a scientific and effective performance evaluation system is the key to business success. However, an overview of the performance management practice for most enterprises, combined with the contacted enterprise implementation performance management situation, there are still many difficulties and problems in the actual implementation. The presence of these difficulties and problems is reducing the effects of performance management very different to the original intention of the managers. How to improve organizational performance, and how performance management to enhance the competitiveness of the organization of management has been a concern, this paper set out to study the problems and shortcomings of the case in the performance management process from the perspective of human resources management, to expect to find the performance of small and medium-sized enterprise management, performance management utility to get the maximum play.

First, based on the theory of value management in strategic management, follow the modern concept of performance management, process management based on the theory of the performance management process, performance management system focused on process management to determine the performance goals performance system, and performance assessment, performance management process. Secondly, this paper case actual case company in the management process, through the analysis of these issues, follow the basic philosophy of the modern performance management system, advanced method of reference to the balanced scorecard, key performance indicator assessment, re-designed to focus on the management process, the development of a performance management system for case company provides actionable so-

lutions. In addition to enhancing the use of, the article also developed a program implementation plan, including a key link in the implementation and the need to deal with a good relationship. Consistent emphasis on performance management system and enterprise development strategies, while also suggested that performance management must meet the development aspirations of the employees, must be concerned about the ability of employees to improve.

In addition, in the case company performance evaluation index design draws on the idea of competency model proposed competency model can be used to determine staff skills, knowledge, and character required to complete a task, has the potential to improve the performance aspects. Also the day-to-day management to follow the principles of standard operating procedures, aimed at the day-to-day performance guidance structured so that managers from the experience of casual day-to-day management to the rule-based performance guidance, which guarantee desired performance has an active role.

Key Words: Performance; Performance Management;
Performance Assessment

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